Follow-up Items from 2015 Internal Customer Satisfaction Survey

NOTE: Unless a specific date is mentioned in the follow-up item, all items are due a year from now when we convene for the 2016 results.

OCA:
- Continue meeting regularly with HHS; work to understand if there are issues between HHS and the contracting function that cause problems

FIN:
- Will follow up with Division Chiefs on certain negative and positive comments received, and also about training programs specifically
- Will "work with the stakeholders" to bring up the low scores
  - Special focus will be on Procurement and MCPD which showed scores below 3.0

DGS – Building Services:
- Pending additional resources from ERP/DTS to resolve standing issues, continue and expand the Work Order Requester pilot program with Recreation, Libraries, and other departments. With the potential for improved reporting from the system, customers could get more detailed information about the status of their work order.
- Create a single source of information for updates (dependent on resolving ERP programming issues)

DGS – Capital Development Needs
- No follow-up items

DGS – Fleet Services
- Have CountyStat review DFMS' internal customer service and performance metrics to help identify areas for improvement by the end of FY16.
- Develop a "scorecard" to share with departments on an annual basis
- In FY16 DFMS will begin the creation of desk guides for key operational area to improve continuity. Completed and on-going.
- There is a goal to integrate the FASTER system into Oracle
- DGS Fleet is testing a text message alert system with MCPD in March 2016

DGS – Leased Space Needs
- Finalize the checklist/user's guide for external users of County leased space

DGS – Print/Mail/Archives
- Investigate departmental complaints regarding invoice and chargeback processing; develop/implement plan to resolve them if possible

Office of Procurement
- A Contract Administrator Forum will be presented to review Qualification & Selection Committee (QSC) and debriefing process; guides for both of these topics will be distributed and placed on the Intranet site as resources for CAs.

- Development of Informal Solicitation template to assist departments.
- Continuing to communicate with CAs on any changes to forms, processes, and assignments.
- Complete current effort to revamp and shorten RFP and add user instructions
- Review manuals to make them more external-facing and user-friendly

OHR – All Divisions
- There is an effort to work closer with departments through their respective HR Liaisons, and establish new formal and informal feedback mechanisms; also leveraging the HR Liaisons to improve communication in general between OHR and departments to help prevent some issues from escalating, perhaps developing FAQs and/or other tools or resources that liaisons can use.

OHR – Benefits
- OHR and MC311 are examining the experience for employees calling 311 with HR-related questions. The enhanced service model will be launched in summer 2016 and may be branded "OHR@311" or something similar.
- Creation of an online video library to educate employees about Group Insurance and Health Insurance at retirement has been deferred until a determination can be made on what is needed to supplement the virtual benefits advisor by January 2017

- Create interactive online assistance to help employees and retirees select appropriate coverage.
- OHR will launch its new Facebook page in February 2016 and an MLS Social Media campaign will follow in spring 2016.

OHR – Business Operations and Performance Management (includes: Records Management, Classification and Compensation, and Workplace Performance)
- Develop training for Managers to educate them on when to place an employee in LWOP status [Dept. Notes: OHR needs to define the process and areas of responsibility and determine if changes need to be made with the existing process, implement those changes prior to developing a training for managers about LWOP status.]
- Develop and on-line wage equity and a classification position description/study information technology system [Dept. Notes: Wage equity training material has been developed. OHR has met with ERP.]
- Survey customers after each classification study [Dept. Notes: Send out and review surveys upon completion of November 2015 classification studies]
- Continue working with OHR IT and ERP on various projects/issues.
- Records Management is trying to more effectively brand themselves to more clear and descriptive about what they do
- OHR will explore the existing workforce tracking system to see if can be used more effectively to benefit the Classification and Compensation staff

OHR – EEO & Diversity
- Institute a practice of status updates to departments, without reference to specifics in the investigation or compromising the same in order to increase communication
- Work with MCFRS for computer-based training to meet County mandates.

- Will conduct training for union representative on EEO laws/policies to minimize non-EEO related issues that are referred to this office by the union or self-initiated by employees [Dept. Notes: Will confirm training for union representatives on EEO laws/policies after negotiations. Tentatively scheduled for February 2016.]

OHR – Labor & Employee Relations
- Develop a standardized climate survey for the entire organization [Dept. Comments: Working with CountyStat, key departments, and union leadership to research best practices to develop a County-wide employee survey in 2016.]
- Complete the telework policy [Dept. Notes: February 2016 – Expand the telework pilot program to 7 more County departments (DTS, DGS, DOT, DEP, MC311, HHS and OHR)]

OHR – Occupational Medical Services
- Will provide online submission participation data by end of CY2016
- Will work to leverage department HR Liaisons to increase online form submission
- Working to create a central database of all OMS information

OHR – Recruitment & Selection
- Continue working with ERP to determine if the current iRecruitment Oracle system can be leveraged to improve system effectiveness
- Working with the Chief Innovation Officer on improving the hiring process
- Examining the various job qualification standards and processes for possible improvements
- The following items are listed as "On Hold":
  - Partner with Classification and Compensation to conduct a Class Specification review of the Minimum Qualifications of all Montgomery County Government occupational classes, and potentially replace iRecruitment with a different system [Dept. Notes: Due to the current fiscal situation, the Office of Human Resources is unable to conduct a comprehensive Classification Specification review of all positions.]
  - Will pilot a system to remind resume raters of what needs to be done at specific intervals [This item is on hold pending review and discussions with ERP regarding leveraging iRecruitment and Oracle capabilities and/or roll out of a new system.]
  - Creating a background investigation policy [This item has been placed on hold until FY17 as OHR has focused this year on the re-engineering of the Candidate Qualification Process]

OHR – Training and Organizational Development
- Seeking additional contractor funding to reinstate a Management Development Program curriculum including New Manager Orientation, Transition from Staff to Management, Advanced Leadership eLearning, and Executive Development Program as part of County-wide succession planning and knowledge management initiative [Dept. Notes: OHR is in the process of developing a Management Development Program curriculum with a staggered implementation over multiple years due to funding constraints.]
- If passes final review process, implement for MCFRS an eLearning option for the mandatory Preventing Workplace Harassment program

- Exploring cohort models for training opportunities (e.g. for project management, customer service, etc.)

OMB
- continue to look for ways to streamline processes, improve accountability, and increase access to information
  - Examine whether or not CEX needs to get the approved exemptions for review
- continue to work to improve interdepartmental relationships and customer service by providing staff development opportunities; continue conducting internal customer surveys; conduct formal and informal discussions with department managers and lead budget personnel
- work to improve collaboration between OMB and departments

PIO
- PIO Deputy Director is also working to establish and/or improve processes for the various services OPI provides to its clients.

DTS
- Continue outreach and communications initiatives
- Conduct a review of DTS's "core services" [Dept. Notes: Realign resources to improve agility to fulfill customer needs]
- Realign resources to improve understanding customer needs and plan
  - For 17 DTS is looking to increase the web developer resources and establish an "account representatives" model, however this is contingent on budget requests we have submitted to OMB.
- Examine their service metrics (e.g. help desk ticket closure) [Dept. Notes: DCM help desk tickets reviewed on a monthly basis. Reviews for other support teams planned.]
- Reorganize some resources internally to have more established points of contact between DTS and departments

CountyStat
- Assist OHR in assessing the telework policy and program pilot's levels of employee satisfaction and productivity
- Work with Scott Coble in OMB to see if any of the workflow tools currently in use can be applied to departments seeking software to enable employees to create work orders and check status on-demand (e.g. DGS Facilities, OHR recruitment, etc.)
- Examine if MCERP has any internal customer feedback mechanism and integrate them into this survey in November 2016